DSAM-08

cquisition Management: Issues and Trend

Quadrennial Defense Review (QDR) Report

Fighting the Long War

Operationalizing the Strategy

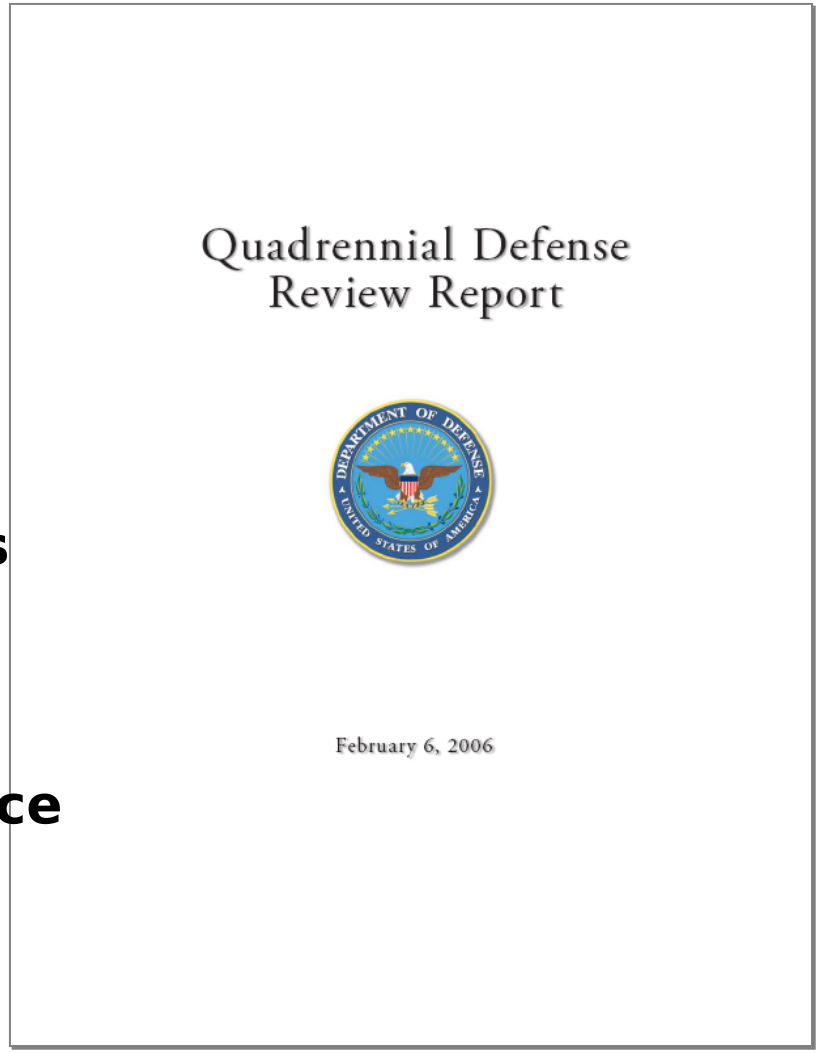
Reorienting Capabilities and Forces

Reshaping the Defense Enterprise

Developing a 21st Century Total Force

Achieving Unity of Effort

Appx: CJCS Assessment of the QDR



Starting Point of View

- **911…..For a few hundred thousand dollars and the lives of 19 terrorists; over 3000 Americans were killed; and unknown levels of damage to the US economy….we are a forgetful culture**

- **Test the conclusions of the 2001 QDR**

- **Apply lessons learned from 4 years of war with globally networked, violent extremists**

- **Test assumptions about the continuously changing nature of the world**

- **QDR 2006 is not a "new beginning"; rather – it portrays DoD as transforming over a continuum for the past 5 years**
  "…..the QDR is not a programmatic; nor budget document"

DoD in Transformation

From…….To

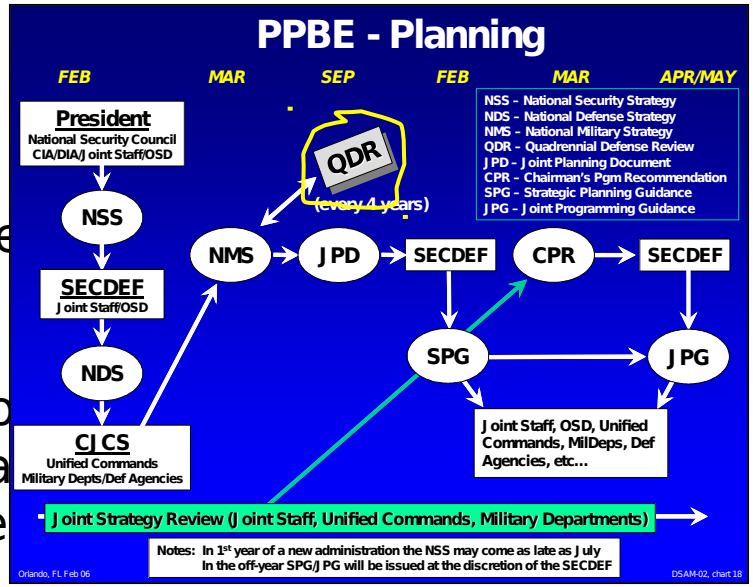
- ✓ **Peacetime tempo to… a wartime sense of urgency**
- ✓ **Reasonable predictability to… an era of surprise and uncertainty**
- ✓ **Single focus threat to… multiple, complex challenges**
- ✓ **Nation-state threats to… decentralized, but well networked, threats**
- ✓ **“One size fits all” to… tailored deterrence**
- ✓ **Threat based planning to… capabilities based planning**
- ✓ **Static, defensive, reactionary forces to… agile, mobile, versatile and lethal expeditionary operations**
- ✓ **Separate service concepts to… joint and combined operations**
- ✓ **Exposed forces forward to… reaching back to CONUS to support expeditions**
- ✓ **Emphasis on hardware to…focus on information and timely intelligence**
- ✓ **Single Service acquisition systems to… joint portfolio management**

Fundamental Imperatives

- **Foundation for this QDR is the National Defense Strategy**
- **Continue to orient DoD's capabilities and forces to be more agile**
- **Prepare for more asymmetric challenges and hedge against uncertainty for the next 20 years**
- **Implement enterprise-wide changes to ensure organizational structures, processes and procedures effectively support strategic direction**
- **Assess how the DoD is organized and operates**

Timely Submission of the Report

"This QDR benefited from the change in the legislation mandating the review. By shifting the completion date of the review to coincide with the submission of the President's Fiscal Ye 2007 budget request, the Congress permitted the
Department to "front load" a limited number o initiatives into the budget submission for Fisca Year 2007, rather than having to wait until the next full budget cycle. This QDR therefore recommends a number of adjustments to align Defense plans, policies and programs with the broader strategic direction as "leading edge" measures in the President's budget request for Fiscal Year 2007. These proposals represent only the vanguard of changes that the Department will initiate in coming years. The Department will develop additional proposals, based on the strategic direction set in this Report, including recommendations for the Fiscal Year 2008 budget
submission."



Key Programmatic Decisions Sought in FY07

1) Increase SOF by 15%; increase SF battalions by one third

2) USSOCOM to establish the Marine Corps Special Operations Command

3) USAF establish an UAV squadron under USSOCOM

4) USN to support USSOCOM increase in SEAL team manning and develop a Riverine warfare capability

5) Expand psychological operations and civil affairs units by 3700 personnel; 33% increase

6) Emphasis on multipurpose Army and Marine Corps ground forces; increase their capabilities and capacity for irregular warfare ops

7) Strengthen homeland defense – DoD will focus $1.5B over 5 years – develop broad-spectrum medical countermeasures for nGEN bio/chem agents

Key Programmatic Decisions Sought in FY07 (continued)

8) Shape the choices of countries at strategic crossroads:

- develop wider range of conventional and non-kinetic deterrent options
- Convert small number of Trident SLBMs to conventional warhead
- Increase procurement of UAVs – doubling capacity
- Begin development of nGEN long range strike options

Defense against WMD - assigns US Strategic Command as lead
r integrating capabilities and combating WMD; also establish
oint Task Force HQs

Four Focus Areas

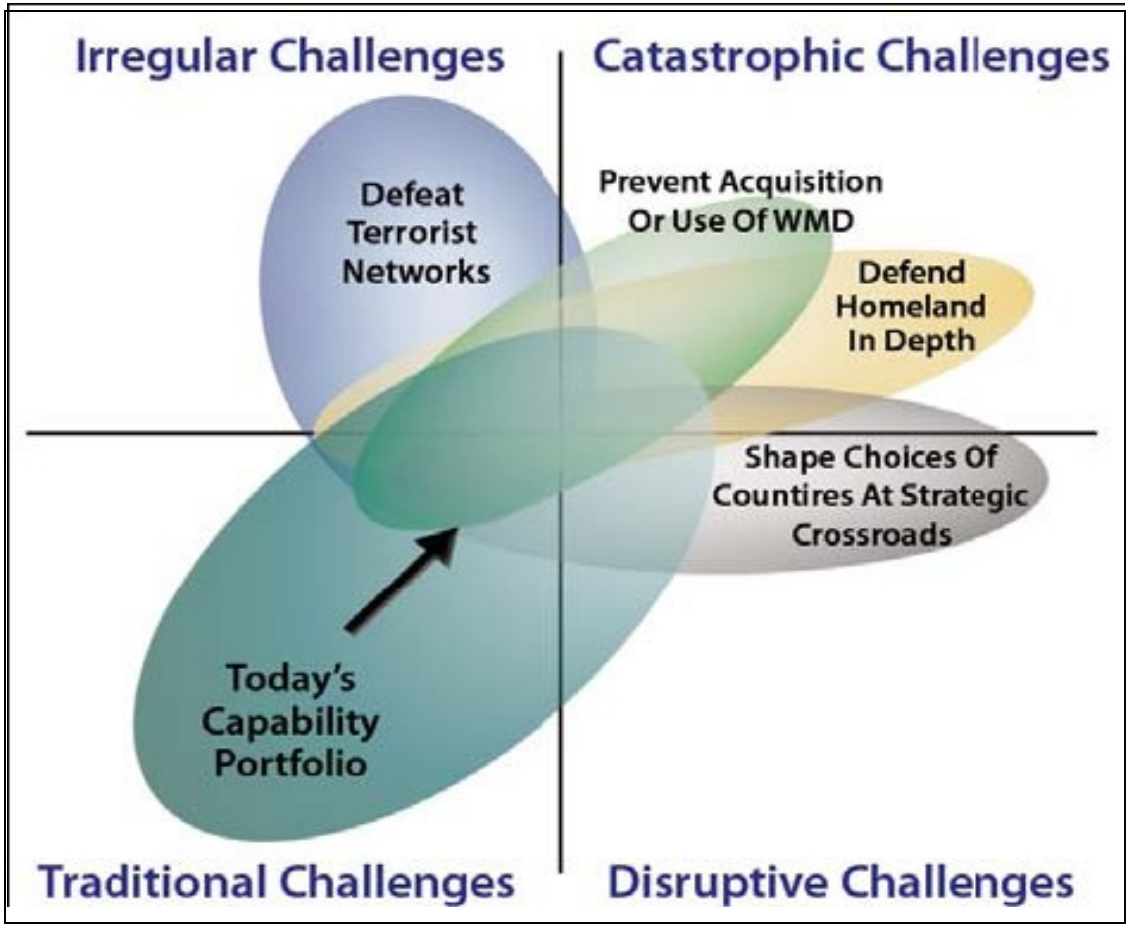
Defeat terrorist networks

Defend the homeland in depth

Shape the choices of countries at strategic crossroads

Prevent hostile states and non-state actors from acquiring and using WMD

Operationalizing the Strategy



DoD is shifting its portfolio of capabilities to address irregular, catastrophic and disruptive challenges while sustaining capabilities to address traditional challenges.

Capabilities for Defeating Terrorists

1) Human intelligence

2) Surveillance to find & target with precision

3) Locate, tag and track terrorists in all domains; including cyberspace

4) SOF – expanded mission sets

5) Multipurpose forces

6) Fuse intelligence and operations to increase speed to initiative

7) Language and cultural awareness

8) Non-lethal capabilities

9) Urban warfare capabilities

10) Riverine warfare

Capabilities for Defending the Homeland in Depth

1) **C2 Interoperability**

2) **Air and maritime domain awareness**

3) **Manage consequences of major catastrophic events**

4) **Broad-spectrum medical countermeasures**

5) **Tailored deterrence; prompt strike against WMD threats**

6) **Expanded authority to access National Guard and Reserve to react to man-made and natural disasters**

Capabilities to

Shape Choices of Countries at Strategic Crossroads

1) **Security cooperation including joint training exercises**

2) **Considerably improve language and cultural awareness**

3) **Persistent surveillance – penetration and loiter**

4) **Deploy rapidly; assemble; establish C2; project; fight; reconstitute joint combat power from many domains**

5) **Prompt and high volume global strike – broader range of conventional options**

6) **Integrate defenses against ICBM and cruise missiles**

7) **Air dominance**

8) **Undersea/surface stealth warfare**

9) **Shape and defend cyberspace**

10) **Joint C2 survivable in face of WMD, electronic or cyberspace attack**

Capabilities for Defense Against WMD

1) SOF to locate, characterize and secure WMD

2) Locate, tag and track WMD; delivery means and related shipments

3) Interdiction to stop air, maritime, ground shipments of WMD

4) Persistent surveillance over wide areas to locate WMD

5) Human intelligence, language skills, cultural awareness

6) Render safe and secure WMD teams

7) Shield critical assets from EMP

Acquisition Management Related Focus Areas

1) DoD to breakout budgets according to Joint Capability Areas; in place of a Military department or traditional budget display

2) Manage budget allocation process with accountability – work with Congress to establish “Capital Accounts” for major acquisition programs

3) Align authority and accountability through Joint Capability Portfolio’s

4) Ongoing reviews for defense acquisition improvements

5) Consider adopting risk-based source selection process in place of current cost-based approach

6) For rapid acquisition, development and fielding – shift to a “time-certain” approach – i.e. make trade-offs to balance performance, time and available resources

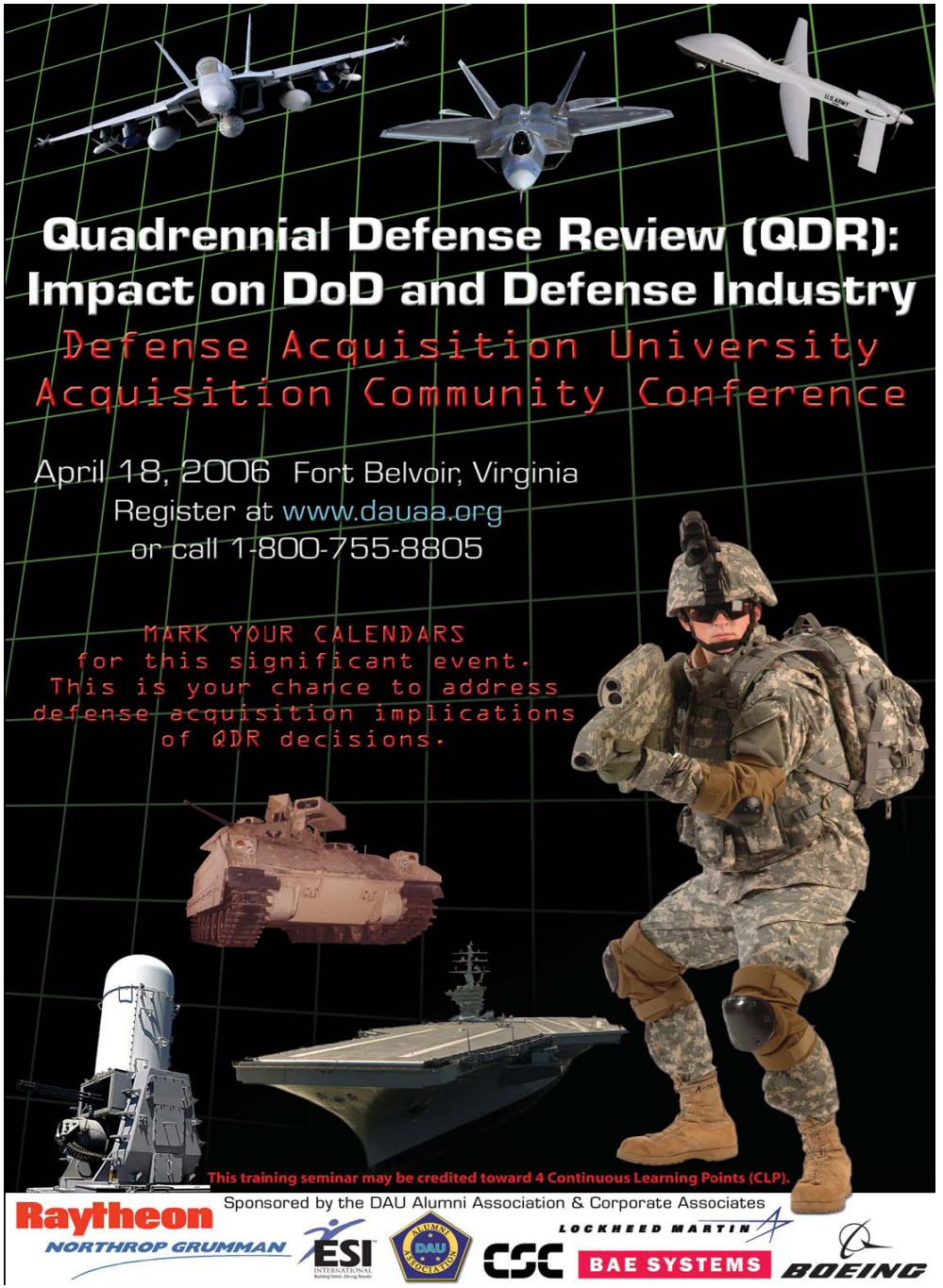
7) Manage supply chain logistics…. RFID, UID, Lean, Six-Sigma, PBL

Quadrennial Defense
Review Report

February 6, 2006

April 18, 2006
DAU, Fort Belvoir, VA

Register at:
www.dauaa.org



Fighting the Long War

"This war will not be like the war against Iraq a decade ago, with a decisive liberation of territory and a swift conclusion. It will not look like the air war above Kosovo…Our response involves far more than instant retaliation and isolated strikes.
Americans should not expect one battle, but a lengthy campaign, unlike any other we have ever
seen. It may include dramatic strikes, visible on TV, and covert operations, secret even in success. We will starve terrorists of funding, turn them one against another, drive them from place to place, until there is no refuge and no rest."

President Bush, September 20, 2001

On any given day, nearly 350,000 men and women of the US Armed Forces are deployed in 130 countries……."

*** many are battle hardened veterans.**